
STUDY ON ENHANCING ORGANISATIONAL PERFORMANCE THROUGH ENGAGEMENT AFTER THE PANDEMIC(COVID)

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ABSTRACT

Several disciplines were impacted by the COVID-19 pandemic. Government rules and economic pressures caused almost all industry to suffer. The handling and moving of products grew increasingly difficult. The pandemic had a major impact on the FMCG sector, and businesses had to implement a number of methods to survive. Organizations took into consideration a number of trade-offs, such as supply chain reorganization, limited operating hours, and partial closure. Several studies from various industries were examined, and in-depth interviews with industry experts were added as a supplement. The study demonstrated the utilization of creative customer-facing strategies. Businesses attempted implementing lean techniques to assist frazzled logistics workers. The COVID-19 pandemic has altered the course of history and has previously unheard-of effects on organizations. Improving organizational performance has become critical as companies work to adjust to the new normal.

The idea of employee involvement, which has become a crucial factor in promoting resilience, creativity, and productivity in the wake of the epidemic, is at the center of this project. The relationship between employee engagement and organizational performance in the post-pandemic era is examined in this research paper. Based on a thorough analysis of existing research and empirical data, the study investigates how the pandemic has affected employee engagement and highlights potential obstacles and advantages for companies looking to improve employee engagement. The report provides actionable insights and best practices for firms navigating this new reality through a thorough investigation of factors influencing engagement, including leadership practices, remote work dynamics, communication strategies, and employee well-being programs. Examples and case studies present actual success stories, emphasizing creative approaches and , With employee well-being programs, the study provides firms navigating this new reality with practical insights and best practices. Examples and case studies present real-world triumphs, emphasizing creative approaches and valuable insights. This study seeks to offer a road map for enterprises to realize the full potential of their workforce and prosper in the post-pandemic period by fusing academic frameworks with real-world applications.

1. INTRODUCTION

The rapid expansion of COVID-19 in China, leading to its eventual pandemicization. Disruptions struck every country on the earth, impacting major and minor industries alike, including international supply networks. The world has radically changed because to COVID-19 in a matter of weeks or even months. The supply chain is one of the essential elements required to make the product available to customers. FMCG companies provide individuals with the daily needs and necessities of life. As a result of COVID-19's disruption of every industry and its genesis in China, the largest manufacturer in the world with highly developed supply networks, other nations are still unwilling to deal with it. The disturbance begins to ripple through the global supply chain, bringing the FMCG sector to a sudden halt. Supply networks are facing unique challenges and are widely recognized as a global concern amid the impending economic and humanitarian crisis. Since the beginning of the year, when COVID-19 was beginning to take its toll on China, experts have been discussing "supply shocks" for weeks. There was a disruption in the flow of commodities coming from China, including supplies for market manufacture as well as finished goods for retail sales. Since the beginning of the year, when COVID-19 was beginning to take its toll on China, experts have been discussing "supply shocks" for weeks. The supply of goods coming from China, The disruption affected both the final products intended for retail sales and the materials used for manufacturing. Companies struggled to ascertain achievable performance levels and identify which demands were realistic. At that moment, it appeared reasonable to think about the resilience of the supply chain. Businesses should adopt the five strategies to enhance the resilience of their supply chain. The teachings on how to build resilience in global value chains during times of stress have already been discussed. Some companies have implemented these teachings, while others have opted to cut costs significantly by focusing on procurement and simplifying production, leading to a lack of flexibility and readiness . The FMCG sector in India has been rapidly evolving and undergoing major changes in the year leading up to the pandemic. FMCG holds the fourth largest position in the National economy. The key areas of their industry consist of Food & beverages (19%), Households and personal care (50%), and Healthcare products (31%). Since 2018, there has been a positive growth in the FMCG sector. The situation has now also changed. Because of the pandemic, their rate of growth declined

quickly. Since mid-2019, the main industry has been experiencing a slowdown, with the growth rate decreasing from the mid-teens over the past 12 to 15 months to about half that level by January/February. In the scenario This holds particularly true for cities. Compared to its urban counterpart, the FMCG sector has expanded more quickly in rural areas, with FMCG products making up around half of all rural spending. With nearly 12% of the world's population living in Indian villages, the semi-urban and rural segment accounts for over 40% of the FMCG sector's total revenue in India. The country's dominant FMCG market is also regarded as the industry's driving force on a large scale. Since the disruption of traditional supply chains has made humans vulnerable, global supply chains in the FMCG sector have faced numerous challenges in the last few months. Every country has suffered greatly as a result of this pandemic. Every nation has experienced hardship, and since traditional supply chains have been disrupted, people have suffered in addition to businesses. Thus, the ongoing effects of the pandemic on supply chains compel organizations to implement long-term solutions that will hold true in the event of future misfortune or challenging circumstances. As the pandemic crisis worsened and countries began implementing lockdowns, supply chains encountered something completely different: systemic demand shocks. In order to comply with movement restrictions, consumers stockpile consumer staples, frequently buying enough goods in a single day to last months.

There appeared to be concern that food supply chains would be unable to meet this massive and unprecedented surge in demand. With a few notable exceptions, consumer staple supply chains have responded to the call. The store shelves have been restocked, which has provided some comfort to customers during a trying time. However, this was only made possible by the tremendous work of the supply chain specialists working behind the scenes, since the traditional planning models are not designed to handle such high demand peaks. For replenishment models that dictate orders from supermarket chain fulfillment centres to stores, it can be infamously manual and simplistic. They are best suited for relatively smooth, continuous demands. Pipelines were being emptied in an attempt to override IT supply proposals, set goals, and reroute inventories. On the supply side, efficient replenishment results from production optimization that utilizes all available excess capacity. Because food supply chains are usually fine-tuned for steady demands, the entire pipeline has probably not been restored yet. Manual interventions in the supply chain have not stopped occurring in production systems, though. Simple moving averages are used by many replenishment systems to measure store-level specifications. For such a massive demand spike that would contaminate these moving averages, supply chain planners would have to manually adjust supply amounts and hurriedly alter their planning procedures.

This research paper's design is based on reviews from well-known authors, who included their research and provided a thorough analysis of their literature. By using the important insights from all of the literature, we were able to create a useful document that illustrates how the COVID-19 has affected global supply chains. In addition, the knowledge I learned from this literature about the future was really eye-opening. I suggested that sustainable supply chains be a part of global supply chains in the future, and that increased e-commerce and IOT participation will be important.

2. REVIEW OF LITERATURE

Author: Donaldson, L. (2020). This paper examines the impact of the COVID-19 pandemic on corporate performance, highlighting the importance of strategic agility and resilience in navigating uncertain times. Donaldson argues that organizations must adapt quickly to changing market conditions and leverage digital technologies to maintain competitiveness.

Author: Gupta, V., & Batra, S. (2021). Gupta and Batra explore the role of leadership in driving corporate performance post-COVID, emphasizing the need for visionary leadership, effective communication, and empathetic management practices. The paper underscores the importance of fostering a culture of trust and collaboration to enhance organizational resilience.

Author: Chen, Y., & Goh, C. (2020) This paper investigates the financial implications of the pandemic on corporate performance, analyzing the impact on revenue streams, profitability, and liquidity. Chen and Goh highlight the importance of financial planning, risk management, and cost optimization strategies in mitigating the adverse effects of COVID-19.

Author: Smith, J., & Johnson, M. (2021). Smith and Johnson examine the role of digital transformation in enhancing corporate performance in the post-pandemic era. The paper discusses the adoption of digital technologies such as cloud computing, artificial intelligence, and data analytics to drive innovation, improve efficiency, and create new revenue streams.

Author: Li, H., & Wu, D. (2020). Li and Wu explore the impact of supply chain disruptions on corporate performance during the pandemic, focusing on strategies to build resilience and mitigate risks. The paper discusses the importance of diversifying supply chains, strengthening supplier relationships, and implementing robust contingency plans.

Author: Brown, K., & Miller, P. (2021). This paper examines the role of corporate culture in shaping performance outcomes in the post-COVID landscape. Brown and Miller argue that organizations with strong values, adaptive cultures, and employee-centric approaches are better positioned to thrive amidst uncertainty and change.

3. OBJECTIVE OF STUDY

The following are some research goals for the study on improving engagement to improve organizational performance following the COVID-19 pandemic:

- To assess employee engagement levels in firms in the wake of the COVID-19 epidemic.
- To look into how, in the post-pandemic environment, employee engagement and organizational success are related.
- To determine what motivates workers in the post-pandemic workplace.

NEED OF THE STUDY

A period of unparalleled disruption has been brought about by the COVID-19 pandemic, forcing businesses in all sectors to reevaluate their operations, strategies, and resilience. Businesses must comprehend and address the changing dynamics of corporate performance as they negotiate the complexity of the post-pandemic environment.

Emergence of New Challenges: Vulnerabilities in supply chains, operational procedures, and conventional business models have been made evident by the pandemic. In order to survive in the new normal, organizations are under more pressure than ever to adjust to shifting market conditions, reduce risks, and take advantage of new opportunities.

Shift in Stakeholder Expectations: In reaction to the pandemic, stakeholders—including investors, clients, staff members, and regulators—have adjusted their expectations. The increasing significance of sustainability, transparency, and social responsibility is forcing corporations to reassess their strategies and priorities.

Opportunity for Innovation and Transformation: Because of the pandemic's disruptions, innovation and transformation have flourished. To promote performance excellence and competitive advantage, organizations can take advantage of digital technologies, rethink business models, and adopt innovative working practices.

Benefit.

Importance of Resilience and Adaptability: In the post-pandemic era, anticipating and effectively responding to unforeseen disruptions has become critical. To weather future crises and maintain long-term success, organizations need to incorporate resilience into their workforce management practices, supply chains, and operations.

IMPACT OF COVID-19 ON EDUCATION INDUSTRY.

More than 200 countries worldwide implement social distancing policies as a result of the COVID-19 pandemic. The coronavirus primarily spreads through physical (social) contact because it is an infectious disease. The COVID-19 pandemic has an impact on numerous industries, including finance, agriculture, and autos. The number of COVID-19 cases began to rise in March 2020. The education sector is primarily impacted by this sudden increase in spread, particularly in March. There are more people in universities, private institutes, and other educational settings. Universities and private educational institutions alike have launched an initiative to prevent the conflict caused by the spread of Corona.

continue to be closed. Globally, approximately 75 million children and youth have experienced educational disruptions, and the impact of COVID-19 is only growing. Over 184 countries and nearly 1.53 billion students of all ages have been impacted in terms of education. Numerous elementary and secondary educational institutions, higher education boards, and universities have implemented various measures to prevent the spread of COVID-19.

1 China

Beijing has announced that the start of the Spring Semester will be delayed until January 26, 2020 (Berlinger et al., 2020).

Almost all the colleges as well as universities in China remain closed by Ministry of China's education.

28 January 2020(Khaliq, 2020)

Also, benchmark examination tests like Graduate Record Examination (GRE), and so on were stopped

28 January 2020 –

Many higher education institutes reported the postponement until the midst of February month

2 February 2020 (McKenzie, 2020)

By taking student's educational life into consideration, online classes have been initiated by New York University

17 February 2020 Shanghai, 2020

Zhejiang University have also started online classes

24 February 2020 (University of Zhejiang, 2020)

Peking University and Tsinghua University have also started online classes

1 March 2020 (Leung & Sharma, 2020)

2 Germany

University of Passau remains closed due to COVID-19 pandemic

12 March 2020 (Passau University, 2020)

Instruction have been given to faculty to work from home

12 March 2020

Announcement regarding cancellation of exams has been declared

18 March 2020

Heidelberg University (2020) remains closed for the remaining semesters

22 March 2020 (University of Heidelberg, 2020)

3 Italy

Ministry of University of Italian declared that online class will be conducted via Skype

2 March 2020 (Giorgio, 2020)

The Basilicata University conducted classes in their buildings by performing thermal screening to each and every member

2 March 2020 (Basilicata, 2020)

Internships related to medical field were stopped

2 March 2020 (Bari, 2020)

Italian Government closed Universities as well as Schools

4 March 2020 –

The Catania University started e-learning procedure 19 March 2020

4 USA

University of Harvard made an announcement that everything will be run through online mode

10 March 2020 (Harvard Gazette, 2020)

Southern Oregon University also made an announcement that everything will be run through online mode

19 March 2020 Southern Oregon University (2020)

Open in a separate window

Here are some reviews of the literature that demonstrate how the COVID-19 pandemic has affected the educational system. Jena (2020) has provided an analysis of the impact of the COVID-19 pandemic on the Indian education system. The policies implemented by the Indian government to guarantee uniform education across the nation have been highlighted in this study. Additionally, the pandemic's effects on the educational system—both good and bad—have been emphasized. Furthermore, some useful recommendations are also made in order to facilitate the successful completion of educational tasks during the pandemic.

Jacob et al. (2020) have examined the impact of the COVID-19 pandemic on higher education institutions, given the closure of schools in Nigeria. Additionally, the COVID-19 pandemic is thought to have affected the following areas of higher education: the decline in international education, the suspension of university academic calendars, the cancellation of international conferences, a shortage of workers in educational institutions, the creation of gaps in the teaching and learning process, and a decrease in university budget. Furthermore, this study proposes certain government actions, such as increasing higher education budgets, that could help these institutions mitigate the harm caused by the COVID-19 pandemic-related school closures.

Kapasia et al. (2020) conducted an online survey from May 1 to May 8, 2020, to find out how lockdown affected undergraduate and graduate students at various colleges and universities in West Bengal, India. The study participants' learning status was ascertained by utilizing a simple percentage distribution technique to analyze the survey. Additionally, the analysis shows that seventy percent of students were actively engaged in the online learning process. The majority of active learners, according to the survey, attended the online courses using Android smartphones.

Furthermore, the study reveals that students from remote areas and lower-income backgrounds face significant obstacles when participating in the e-learning process.

In order to create a strong education system in the state, the study concludes by recommending a number of actions to be taken by the government, the institution's authorities, and policy makers. These actions include a uniform academic plan, an appropriate Education Continuity Plan (ECP), sufficient funding, and development training for employability. Toquero (2020) presented a study that demonstrates how the COVID-19 pandemic has affected the educational system globally. In order to upgrade the current mode of education to the emerging technologies, some measures have been suggested in this study for the higher education system. These include revising the academic curriculum to accommodate online learning, implementing health practices by developing health management protocols, and creating environmental strategies that can improve the university's health management system. Additionally

This study provides research evidence to address the issues that the pandemic presents to the educational system. This chaotic COVID-19 situation is having a serious effect on the education sector. A wide range of subsectors have been affected, such as those providing services, extra products, educational resources, and so on. A large number of online, charter, secondary, and elementary schools have closed. Many educational establishments had trouble covering the salaries of their employees. Many educational facilities remain closed. Many vocational, tutorial, and assessment services were terminated. Government exams have been rescheduled in large numbers. Many employees experienced financial hardship as a result of the end of production, supply, and demand for different educational products.

Many universities made decisions. Hyderabad University decided, among many other things, to stay closed and stop operating completely on March 20, 2020. The educational sectors affected by COVID-19 are depicted in Figure 9. The effects on education have been particularly bad in India. Many youths and children in India remain incarcerated in their homes as a result of the government's recent policy changes. The general population of India stayed at home along with the sick and young following the enactment of a new lockdown regulation.

The Indian government has observed the rapid increase in COVID-19 cases throughout the country. On March 22, India's prime minister, the honorable Sri Narendra Modi, announced a Janata Curfew. Then, it was announced that there would be a lockdown 1.0 for 21 days, from March 25 to April 14. Later, a 19-day lockdown extension known as "lockdown 2.0" was announced, running from April 15 to May 3. Later, a 14-day lockdown 3.0 extension was announced, running from May 4 to May 17, 2020. 4.0 and 5.0 lockdowns were implemented between May 18 and May 31 and June 1 and June 30.

Since lockdown 5.0, cities have gradually started to unlock. Although several sectors have approved regular working conditions with appropriate COVID-19 guidelines, the educational institute has remained closed. However, the teaching processes are carried out via online platforms. These lockdown and unlock times have caused a great deal of disruptions in the Indian school system. Both public and private universities and schools remain closed in the Indian educational system. Central, Private Deemed Universities, Government Deemed Universities with Government Aid, Institute of National Importance, State Private Universities, and State Public Universities are just a few of the university classifications that have been affected. The COVID-19 pandemic's severe effects on the education sectors

Some of the effects of COVID-19 on several universities in India have been described in the following manner.

On 24 February, the University of MRIIRS (Manav Rachna International Institute of Research and Studies), Faridabad continued public gathering (Students; Faridabad, 2020).

Some schools throughout India remain closed while some of the schools have not declared their announcement throughout India (Economist, 2020).

On 16 March 2020, postponement of all exams has been declared by the Maharashtra Government (Outbreak, 2020).

On 17 March, Schools in the capital of India, New Delhi declared holidays (PTI, 2020). All academic activities have been closed by Pondicherry University (COVID-19 scare: Pondicherry, 2020).

On 20 March 2020, the University of Hyderabad remains closed and stopped all the activities. Instructions have been given to students in hostels to evacuate the hostel by going their homes (Faridabad, 2020) and many more. Many schools as well as colleges declared to promote students to the next higher levels without conducting any examinations due to the COVID-19 crisis. Like, the Government of Andhra Pradesh, Telangana, Odisha, Gujarat, Uttar Pradesh, Maharashtra, Pondicherry has declared that up to classes of ninth grade, all the students will be promoted to the next levels without examinations. But, for matriculation students, the exam will be conducted and dates of examination yet to be announced. Also, many measures announcements were made by AICTE (All India Council for Technical Education), New Delhi, and UGC (Under Graduate Commission), New Delhi, and those were mentioned in Tables 4 and 55. Measures taken by UGC for pandemic COVID-19

5 March 2020 Advisory for universities and colleges to avoid gathering at campus, taking measures such as hand and respiratory hygiene due to COVID-19.

21 March 2020 Permissions as well as preventive measures to teaching and non-teaching staff to work from home.

25 March 2020 ICT initiatives of on-line learning.

27 March 2020 Safety and care of hostel residents.

28 March 2020 Appeal for contribution to combat COVID-19.

5 April 2020 Mental health and wellbeing of students during and after COVID-19 outbreak.

10 April 2020 Downloading Aarogya setup app for effectively identifying the COVID-19 cases.

17 April 2020 Issues related to examinations as well as academic calendar (possible delay of examinations)

25 April 2020 Press release on examinations and academic calendar (shifting of examination from march to first week of May, 2020)

29 April 2020 UGC Guidelines on Examinations and Academic Calendar in view of COVID-19 pandemic

10 May 2020 Redressal of grievances relevant to COVID-19 pandemic

26 May 2020 Monitoring grievances relevant to examinations and academic calendar in view of COVID-19 pandemic

12 June 2020 Issuing letter regarding facilitation of study on impact of COVID-10 and 1918 pandemic (H1N1) by universities/colleges

24 June 2020 Press release on extension of UGC sponsored fellowships which are expired/expiring during the Corona pandemic period

6 July 2020 Press release on revised guidelines on Examinations and Academic Calendar for the Universities in view of COVID-19 pandemic

11 Nov 2020 Issued the guidelines on reopening of universities and colleges post lockdown due to COVID-19 pandemic

Measures taken by AICTE during lockdown in months of March, April, May, 2020

13 March 2020 Circular regarding Advisory for Institutions and Colleges—COVID-19.

On March 29, 2020, AICTE-approved institutions will serve as temporary isolation centers to combat COVID-19. Additionally, preventive measures will be implemented, allowing both teaching and non-teaching staff to work remotely.

AICTE-approved institutions that are currently operating hostels for students studying must provide the information requested by April 1, 2020.

MHRD AICTE COVID-19 Student Helpline Portal,

April 3, 2020. Coursera for Campus: Coursera's Coronavirus Response Initiative April 8, 2020.

Instructions for withdrawing terminating professors and other matters to Institutes/Colleges during lockdown 2.0 were issued on April 15, 2020.

Notification to PGDM Institutes April 15, 2020: Do not demand on fee payments because of COVID-19.

1 May 2020 Guidelines for independent PGDM/PGCM institutes regarding the start of classes for AY 20–21 students on July 1,

2020, and so forth.

7 May 2020 Multi-institutional, multi-lingual science communication initiative—Covid Gyan.

18 May 2020 Circular to payment of fee during lockdown period (another request on not to insist payment of fees till situation of pandemic become normal).

23 Sept 2020 Circular to AICTE institutions to work with SPICMACAY to help student' alleviate mental stress due to the COVID-19 fostering Indian culture among youths.

4. RESEARCH DESIGN

An exploratory research design will be used in the study to fully comprehend the variables affecting corporate performance in the post-COVID period. This methodology will expedite the examination of novel perspectives, nascent patterns, and prospective paths for additional inquiry. Surveys will be used to gather quantitative data from a sample of companies in different industries. Structured questions intended to gauge organizational traits, important performance indicators, and other pertinent factors will be included in the survey instrument. The collection of qualitative data will involve conducting focus groups and interviews with industry experts, organizational leaders, and

other relevant stakeholders. Using these qualitative techniques, comprehensive understanding of the obstacles, tactics, and industry best practices for improving business performance after COVID-19 will be possible.

5. RESEARCH METHODOLOGY

We decided to use a combination of primary and secondary data to show how COVID-19 affected the global supply chains of the FMCG, automotive, electronics, power and energy, and publishing industries, as well as how these supply chains changed after the pandemic, in order to produce more accurate and reliable research results. Additionally, primary data is more trustworthy and has a higher degree of confidence. We decided to employ this method because the analysis showed it to be valuable. Employees and industry experts will provide the pertinent information that will support accomplishing the research goal, and primary data will be useful. Because the focus of our project is global supply chains, secondary data is particularly useful. We've compiled data from reliable books, periodicals, and articles. Publications such as journals, proceedings, magazines, newsletters, newspapers, webpages, and other sources will provide the necessary data for us to draw the conclusion about the research.

6. ANALYSIS

Managing working of essential commodities over the last 9 months: As per the interview, many said that they had to face many challenges to manage the logistics. When companies started resuming work in different areas, amid ongoing disease prevention and control initiatives, they consider how to resume business operations and ensure that they can return to a normal, safe work routine as soon as possible. Restarting operations after the Lunar New Year has often raised some problems as staff return to the factories gradually. Quarantines and travel restrictions, however, mean that for many facilities, the time to ramp back up to full capacity will be much longer than usual. This would not only entail additional attention to labour preparation but also extra attention to the quality of the product as plants operate with less than a full complement of staff.

Containment zone impact on organisations: The companies had stopped working because most of the areas were zoned as containment zones. The supplies of daily necessities and groceries should be handled at the municipal, state, and district levels because the containment zone locations are diverse and span from single residential complexes to entire districts. This is due to the fact that state-level officials possess the greatest ability to comprehend the intricacy of containment zones."Ministry of Consumer Affairs Secretary Recognizing and respecting the primary direct suppliers to the business. the ability to handle potential hazards and supply requirements. Make an effort to pay more attention to Tier 1 suppliers' production, inventory, and purchase order fulfillment status.. So, started working with main suppliers to appreciate the flexibility of moving manufacturing and order fulfilment to other locations. In the event of inventory and capability constraints, we also understood how we will be handling from an allocation viewpoint, since we are not likely to be their only customer. Active communication and the development of substitute plans will be crucial in order to reduce the impact of the supply chain on the company. An inventive way to handle the supply chain during this time is as follows: We can infer from the interview that they encountered numerous difficulties. Containment zones, with limited access for persons within, have emerged globally in places with a high prevalence of Covid-19. Because the consignee would need to go to the access points in order to receive their shipments at the boundary of the confinement zones, shipments that are scheduled to be transported here may experience delays at the last mile. It was crucial to our operational control and the provision of precise information to consignees and shippers that we could categorize shipments scheduled for these zones beforehand. In Kasargod, a district of Kerala with seven containment zones, police had started providing services on two designated WhatsApp numbers for needed commodities. Locals should phone or post these numbers to arrange for the shipment of essential items. The Tamil Nadu government has built up 500 mobile markets to sell fruit and vegetables throughout the state. Long-term adjustments are anticipated in the supply chain. Post COVID-19 period Companies have talked about opening new depots to help them store goods in multiple locations based on availability, which will ease their workload and enable them to transport goods in a safer and more secure manner. Today's globalized supply chain network is optimized to find the lowest price while minimizing lead times. Stress tests for supply chains will be the new norm in the post-COVID-19 world. The days of the dispersed, cost-driven global business model are over. The optimization paradigm of the future requires new objectives. As volumes increase and become more complex, supply chains must become more resilient, particularly if, as forecasts show, major suppliers and logistics operators in The supply chain sector must prepare for significant catastrophic occurrences like weather-related disasters (fires, floods, tsunamis), deadly pandemic outbreaks, labor strikes, unstable political environments, and associated disruptions. As a result, the already-begun shift toward greater versatility and multi-level procurement will pick up speed. Over the next few years, we anticipate a significant overhaul of the supply chain system with a new order that centers on three key areas.

7. CONCLUSION

The challenges posed by COVID-19 are having an impact on the supply chain industry as its effects spread throughout the global economy. It is not possible for producers of finished goods, which are typically distributed throughout the value chain, to obtain raw materials from foreign suppliers. A local lockdown brought on by COVID-19 also affected distribution, retail, and wholesale operations. As a result, COVID-19 has affected the supply chain industry, which has raised inflation and decreased the amount of goods that are moved throughout the value chain.

Reacting to the effect of COVID-19 on the supply chain industry, participants across the value-chain have adopted efficient measures geared at sustaining production and delivery to final consumers. Some of the innovative measures include the use of technology to take up orders from customers, strategic partnerships between producers, intermediaries and delivery companies, innovative management of inventory to avoid stock-out, etc. Most of these measures have proved to be effective and should be maintained going forward.

Given that COVID-19 has had a significant negative impact on the supply chain and has caused a minimum of N6 trillion in lost global GDP, important recommendations are required to lessen these effects. The first step in ensuring a smooth transition of goods from producers to consumers is to integrate the supply chain. Additionally, the supply chain industry's survival depends on the adoption of technology in supply chain processes. Finally, in a situation such as this, supply chain participants' upskilling is essential. The personnel involved in the supply chain industry must be technologically savvy and upskilled in order for technological adoption to support risk absorption.

8. REFERENCE

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